

Central Intelligence Agency



Washington, D.C. 20505

ORIG ALSO TO:
Duane Andrews

OCA FILE SSCI/HPSCI
Budget

10 February 1988

Mr. Keith Hall
Select Committee on
Intelligence, Staff
United States Senate
Washington, D.C. 20510

Dear ^{KEITH} Keith,

Attached are our responses to questions raised during our 5 November 1987 briefing to SSCI and HPSCI staffs on CIA's new Intelligence Secretary Career System.

25X1

Because the system has been in place less than two years, we view any judgments about the program's success as preliminary. Moreover, some of the data--average salary and number of positions filled, for example--are affected by factors unrelated to the establishment of the new system, such as the success of our aggressive recruiting effort. We will continue to collect data on the impact of the program on secretaries and the secretarial occupation and will keep you advised of our assessments.

25X1

If you need anything further, please do not hesitate to call.

25X1

Sincerely,

25X1

Daniel A. Childs, Jr.
Comptroller

Attachment:
As stated

25X1

SECRET

JOINT HPSCI/SSCI QUESTION FOR THE RECORD

5 NOVEMBER 1987

Intelligence Secretary Career System

QUESTION 1

Provide pre- and post-implementation data to demonstrate whether you are attracting and retaining more secretaries under the new secretarial system. (C)

ANSWER

We are encouraged by initial indications that the Intelligence Secretary (IS) career system is helping us to attract and retain "career" secretaries. As the tables below indicate, during 1987, the first full year of the IS system, on-duty strength increased and vacancies and occupational losses decreased. In the first full year of operation, the new system has helped us reduce occupational loss (turnover) from an average of around 20 percent annually in 1984-1986 to 15 percent in 1987.

IS Career System

| <u>FY</u> | <u>Positions</u> | <u>Positions Filled</u> | <u>Vacancies</u> |
|-----------|------------------|-------------------------|------------------|
| 1984 | | | |
| 1985 | | | |
| 1986 | | | |
| 1987 | | | |

25X1

- * Surplus of 127.
 ** The increase is largely a result of reclassification of many other positions to "Secretary" when the IS System was implemented.

Occupational Losses by Fiscal Year

| <u>FY</u> | <u>Occupational Loss</u> |
|-----------|--------------------------|
| 1984 | |
| 1985 | |
| 1986 | |
| 1987 | |

25X1

JOINT HPSCI/SSCI QUESTION FOR THE RECORD

5 NOVEMBER 1987

Intelligence Secretary Career System

QUESTION 2

How has job satisfaction been affected by implementation of the new system? 25X1

ANSWER

It is still too early to draw definitive conclusions on how the new secretarial career system has affected job satisfaction among secretaries. However, we have some preliminary information from three employee surveys and feedback to Directorate secretarial coordinators. In November 1986, shortly after the system was introduced, we conducted a secretarial attitude survey, primarily to gather baseline data. The results revealed that secretaries were undecided about the new secretarial system at that time. In February 1987, we conducted an employee satisfaction survey. This survey revealed that secretaries were more satisfied with many of the major job factors than were other Agency respondents, but secretaries expressed concern over how the job enrichment process and the first awards and promotion cycles would be handled. In May 1987 we asked secretaries to evaluate the new system. Secretaries indicated that they liked the training, job enrichment, and performance award aspects of the system and made suggestions for improving the training curriculum and performance awards program. Many secretaries commented that the new system enhances the professionalism of their occupation.

25X1

~~SECRET~~

25X1

JOINT HPSCI/SSCI QUESTION FOR THE RECORD

5 NOVEMBER 1987

Intelligence Secretary Career System

QUESTION 3

How else is improvement in the effectiveness of the secretarial career system measured?

25X1

ANSWER

We are measuring improvement in several ways:

- We have established Directorate-level secretarial coordinators to monitor the program and provide feedback to their components and the Office of Personnel.
- The Office of Personnel is working with the consulting firm of Towers, Perrin, Foster and Crosby to evaluate the first year of the program and develop ways to evaluate the program over the longer term.
- We plan to conduct attitude surveys and compare responses to baseline data collected in November 1986 and May 1987.

25X1

25X1

~~SECRET~~

JOINT HPSCI/SSCI QUESTION FOR THE RECORD

5 NOVEMBER 1987

Intelligence Secretary Career System

QUESTION 4How has the average rate of pay changed?

25X1

ANSWER

The following table shows the change in the average salary of Agency secretaries:

| <u>FY</u> | <u>Average Secretarial Salary</u> |
|-----------|-----------------------------------|
| 1984 | \$18,848 |
| 1985 | \$19,867 |
| 1986 | \$20,408 |
| 1987 | \$20,886 |

The new secretarial system was implemented in July 1986. If the Agency had not adopted that system and implemented the Office of Personnel Management Federal Clerical Pay Raise of March 1987, the 1987 average secretarial salary would have been about \$21,300.

25X1

When performance awards under the new system are factored in, however, the average salary for Agency secretaries who received awards (39%) exceeds the OPM average salary.

| <u>FY</u> | <u>Number of Awards</u> | <u>Average Award</u> |
|-----------|-------------------------|----------------------|
| 1985 | 286 | \$ 655 |
| 1986 | 353 | \$ 685 |
| 1987 | 684 | \$1,035 (S) |

25X1

~~SECRET~~

SUBJECT: SSCI/HPSCI Q&A re Secretarial Program

Distribution:

Original - Keith Hall/SSCI Staff

Original - Duane Andrews/HPSCI Staff

1 - D/OCA

1 - OCA/Senate

1 - OCA/House

1 - OCA Registry

1 - DDA

1 - C/MS/DA

1 - Compt Subject

1 - Compt/DCompt

1 - C/AnG

1 - C/AG

O/Compt/DC/ [redacted] (10 Feb 1988) (COMPT 88-140)

25X1